DOCUMENT RESUME

ED 289 524 IR 052 243

AUTHOR Cassell, Marianne K.
TITLE Salary Survey Results. 1987.
INSTITUTION Vermont State Dept. of Libraries, Montpelier.
PUB DATE Oct 87
NOTE 24p.
PUB TYPE Reports - Research/Technical (143)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Academic Libraries; Elementary Secondary Education; *Employment Qualifications; *Fringe Benefits; Higher Education; Institutional Libraries; *Library Personnel; Library Surveys; *Occupational Information; Public Libraries; Questionnaires; *Salaries; School Libraries; Special Libraries; Tables (Data)
IDENTIFIERS *Vermont

ABSTRACT

Based on a survey conducted by the Vermont Department of Libraries during the summer of 1987, this document reports the salaries paid library directors, librarians holding M.L.S. degrees, and support and custodial staff members in the state's libraries. Questionnaires were sent to all the public, academic, special, institutional, and school libraries listed in the Vermont Library Directory, and the data reported here were received from 161 of the libraries (44%). The report also includes information on minimum qualifications for library directors, fringe benefits currently offered, and the number of libraries having formal job descriptions and personnel policies. A discussion of some of the factors to be considered in determining what to pay in public libraries concludes the report. (CGD)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

STATE OF VERMONT DEPARTMENT OF LIBRARIES

1987 SALARY SURVEY RESULTS

ED289524

Helping people find information for school, home, business, and everyday life and leading people to just the right library materials takes people. Thus, staff salaries account for a large portion of any library budget, in many cases 60%.

In the summer of 1987, the Department of Libraries conducted its third survey of library salaries in ten years. Questionnaires were sent to all libraries listed in the latest VERMONT LIBRARY DIRECTORY, which includes all public, academic, special, and institutional libraries and some school libraries. 161 libraries, or 44%, responded. Our primary aim is to provide public librarians and trustees with information on current staff salaries and staffing patterns to help them plan and develop budgets. Figures from other types of libraries are provided mostly for comparison. These are not recommendations for salaries; this merely reports salaries paid in Vermont libraries today.

A concerned, vigorous, friendly staff is a library's most valuable asset. It sets the tone for an entire library operation and can make a big difference in its use and community support. People judge libraries by the kind of service they receive - and they should. A person with a sense of self-worth tends to be more committed to a job and will perform better. In our society, many people derive satisfaction from knowing they are paid what they are worth. And practically speaking, people do need to earn a wage that they can live on. Library salaries should become competitive and reasonable; librarians should expect them to be so. The future of effective library service in Vermont depends on staff.

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☒ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

--Marianne K. Cassell
Development and Adult Services Consultant
October, 1987

CONTENTS:

Public Library Salaries
What Public Libraries Spent on Salaries
Academic Library Salaries
School Library Salaries
Special/Institutional Library Salaries
DOL and UVM Salaries
Minimum Qualifications
Fringe benefits
Job descriptions and personnel policies
Determining what to pay

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Marianne K. Cassell

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

IR052243

Vermont Department of Libraries • c/o State Office Building Post Office
Montpelier, VT 05602 • (802) 828-3261

LOCATION: 111 State Street, Montpelier

BEST COPY AVAILABLE

PUBLIC LIBRARY SALARIES

The charts on the next pages show hourly salaries in 123 (59% of the 208 total) public and community (combined school-public) libraries. All data was reported anonymously. Of the 123 libraries, 7 had no paid employees or did not supply salary information. All salary figures were converted to hourly rates so that they could be compared more easily.

The information is presented by population served (supplied by the libraries so it may not conform with THE BIENNIAL REPORT OF THE VERMONT DEPARTMENT OF LIBRARIES), annual circulation, and hours open weekly. Usually, people want to compare salaries by "size" of library, and population may be one indication of size. But a library's annual circulation may indicate how busy it is, and the number of hours open weekly also impacts on the number of staff necessary to run a library. Thus all three charts should be considered. Making comparisons can be tricky anyway, because of the uniqueness of each library and its community.

Summary and Explanations

Director/librarians

116 libraries supplied salary information for the persons in charge. A few employ "co-librarians." 62 libraries are one-person libraries, and about half of these serve less than 1,000 people. 15 directors hold masters degrees in library science (M.L.S.) or "equivalent in experience and/or training." From the chart below, it is apparent that it is difficult to determine whether or not salaries have risen significantly since the first survey in 1977. Inflation and the fact the minimum wage has been the same since 1981 are considerations. Because the survey was voluntary and because there are relatively few public libraries in the state, it is difficult to know if the following figures accurately represent salaries.

	1987	1982	1977
Public libns. earning less than $3.35/hr.	6	16)	
$3.35/hour	3	17)	79
3.36-3.99	9	25)	
4.00-4.99	9	18	10
5.00-5.99	11	18	5
6.00-6.99	11	5	6
7.00-7.99	8	5	0
8.00-8.99	6	4	2
9.00-9.99	5	2	0
10.00-10.99	2	5	na
11.00+	9	na	na

Other Librarians

17 people holding masters degrees in library science or the equivalent and not directing public libraries are employed by six libraries, generally the larger ones. They are often assigned specific areas of responsibility - reference or children's services - and a few hold the title of Assistant Librarian.

Support Staff

Because of the diversity of job titles used in libraries, it is difficult to compare support staff salaries accurately. Job titles do not always offer valid information about exactly what people do and they often have different meanings to different people. For the purposes of this report, arbitrary divisions were made. For this report, "paraprofessional/technical staff" are non-MLS-degreed persons called "assistant librarian," "children's librarian," or something else implying specialization or extra training and who are part of a staff with more than one supporting staff member (beyond the director). All other support staff were classified as "clerical/pages," including high school-aged shelvers who do not necessarily have to receive minimum wage. It should be noted that a vast range of job titles are being used for support staff, notably "library assistant," "aide," "circulation assistant," and "assistant librarian."

Custodial Staff

Many smaller public libraries do not employ a custodian. One librarian noted, " I am the custodian." Another said s/he found the custodian earned more than s/he did, so she offered to do the job at his/her regular rate of pay, thus saving the library money. In the long run, this may not have been wise, but it remains a fact that cleaning the library is part of the director's job in many cases.

Several of the libraries responded that they have a custodial service and others pay a custodian a flat fee to work "as needed." In all, 13 libraries supplied information about custodians' salaries. It is noteworthy that custodians sometimes earn more than clerical staff at a given library and, sadly, more than many librarians directing other small public libraries.

Volunteer Hours

Interestingly, the number of volunteer hours weekly rose with the number of hours open. This generally also holds true for population served and annual circulation. One library, open 63 hours a week, estimates 120 volunteer hours weekly! Of the 123 libraries reporting, 80, or 65%, use volunteers.

HOURLY SALARIES - PUBLIC LIBRARIES

by population served (116 libraries)*

Position \ Population	0 - 999 (33 libraries)			1,000-1,999 (27)			2,000-4,999 (32)			5,000-7,499 (8)			7,500-9,999 (6)			10,000 (10)		
	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.
Director/ Librarian	10.00	0.77	4.31	9.23	3.35	5.37	9.61	2.56	6.12	10.21	3.54	7.44	12.64	6.00	8.60	19.23	7.25	13.19
Librarian holding MLS degree (not director)															8.65	14.57	8.72	10.43
Paraprof. / technical staff						6.90	7.00	4.22	5.70	7.83	5.00	6.31	7.96	4.42	6.39	10.89	5.50	7.85
Clerical staff/ pages	5.50	3.45	4.47	6.50	2.02	4.25	6.15	2.00	4.33	6.98	2.50	4.47	5.57	3.35	4.23	9.53	3.75	5.10
Custodian			5.00			3.35	6.87	3.35	5.07			6.10	7.96	4.97	6.96	7.03	4.75	6.10
Volunteer hours weekly	25	0.5	7.1	32	1	10.5	47	2	13.2	30	4.5	19.6	45	1	12.5	120	14	46.7
Notes	30 are 1-person libraries			17 1-person libraries; 1 director holds MLS			13 1-person libraries; 5 directors hold MLS (avg.=$7.54)			2 directors hold MLS (avg.=$8.37)			2 1-person libraries; 4 directors hold MLS (Avg.=$10.49)			9 directors hold MLS		

* 7 other libraries responded and either do not have paid staff or did not supply salary information

HOURLY SALARIES - PUBLIC LIBRARIES

by annual circulation (89 libraries *)

Annual Circulation	0 - 4,999 (28 libraries)			5,000-9,999 (18)			10,000-19,999 (21)			20,000-29,999 (7)			30,000-49,999 (6)			50,000 + (9)		
Position	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.
Director/ Librarian	10.00	0.77	4.49	6.18	3.35	4.77	10.21	3.54	6.27	8.40	6	7.07	19.23	5.02	10.17	15.59	9.36	12.24
Librarian holding MLS degree (not director)																11.90	8.72	10.21
Paraprof. / technical staff						6	7	5	6.07	6.90	6.01	6.45	9	5.29	5.55	9.53	4.42	7.37
Clerical staff/ pages	4.00	2.00	3.15	4.50	2.02	3.26	6.50	2.50	4.56	5.37	3.50	4.80	7	3.75	5.18	7.50	3.45	5.70
Custodian			5.00				6.67	5	5.83				6.10	5.79	5.95	7.96	4.75	6.39
Volunteer hours weekly	26	0.5	6.9	32	2	11	47	1	14.3	23	4	11.3	30	12	20.4	75	20	39.6
Notes				1 director holds MLS @ $5.50			7 1-person libraries; 4 directors hold MLS (avg.=$7.79)			2 directors hold MLS (avg.=$6.77)			3 directors hold MLS or equiv. (avg.=$12.71)			8 directors hold MLS (avg.=$12.24)		

* While 123 libraries completed surveys, many did not give a circulation amount and some did not supply salary information

HOURLY SALARIES - PUBLIC LIBRARIES

by hours open weekly (116 libraries)*

Position \ Hours	0 - 9 (22 libraries)			10-19 (40)			20 - 29 (26)			30 - 39 (11)			40 - 49 (9)			50 + (8)		
	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.	High	Low	Avg.
Director/ Librarian	6.00	1.60	3.83	10.00	2.75	5.46	9.75	3.54	6.31	10.21	4.95	6.99	12.46	0.77	8.78	19.23	10.36	14.60
Librarian holding MLS degree (not director)													10.18	7.21	9.17	14.57	8.72	11.51
Paraprof. / technical staff							7.00	4.22	5.92	7.00	5.00	5.65	8.86	5.37	6.63	10.89	4.42	7.82
Clerical staff/ pages	4.50	2.00	3.25	6.60	2.02	4.51	6.65	2.50	4.32	5.50	3.45	4.55	7.38	.35	5.14	7.18	3.45	5.19
Custodian			5.00			3.35	6.87	5.00	6.16				5.79	4.75	5.27	7.93	4.97	5.52
Volunteer hours weekly	20	.5	4.8	26	1	9	47	1	12.3	35	8	19.4	60	12	33.8	120	20	46.7
Notes	20 are 1-person libraries; 1 director holds MLS @ $5.50			28 1-person libraries; 4 directors holds MLS (avg.=$5.87)			8 1-person libraries; 5 directors hold MLS (avg.=$7.79)			1 1-person library; 2 directors hold MLS (avg.=$7.75)			1 1-person library; 4 directors hold MLS (Avg.=$10.81)			all directors hold MLS or equivalent		

* 7 others either had no employees or did not supply salary information

WHAT PUBLIC LIBRARIES SPENT ON SALARIES

Burlington's Fletcher Free Library, serving the most people in the state, spends the most on staff salaries - $426,052 in 1985. Tiny Roxbury Free Library, open seven hours a week, spent $204 during the same period. The range between is vast. These figures for the most part were from the fiscal year ending 1985-86 and were reported by libraries for the BIENNIAL REPORT OF THE VERMONT DEPARTMENT OF LIBRARIES published in 1987. The chart lists salary expenditures in descending order and also gives the town or city served, the hours open weekly in winter, and the total annual circulation for the same period.

TOWN.....	POPULATION	HRSOPEN	TOTALCIRC	SALEXPEND
BURLINGTON	37312	63.0	174679	426052
RUTLAND	21736	64.5	156630	178934
BRATTLEBORO	11886	60.0	195072	172581
SOUTHBURLING	10679	75.0	39116	96171
ESSEXJUNCTIO	7033	60.0	108353	95610
BENNINGTON	14130	50.0	69703	92500
SPRINGFIELD	10190	42.0	80215	92155
MONTPELIER	8240	52.5	149375	73423
SAINTJOHNSBU	7938	51.0	81030	68177
BARRE	16914	48.0	76493	65000
MIDDLEBURY	7574	42.0	86609	63593
ROCKINGHAM	4722	43.0	62629	54343
WOODSTOCK	3214	37.0	55731	48421
BRANDON	4194	41.0	42045	39396
SAINTALBANS	10863	43.0	46096	35150
FAIRFAX	1805	45.7	30542	33633
LUDLOW	2414	46.5	57663	30047
NEWPORT	4756	42.0	42013	25293
SHELBURNE	5000	27.0	37598	25119
PROCTOR	1998	38.0	34695	23830
STOWE	2991	29.5	19069	22260
WILLISTON	3843	36.0	16378	21853
VERGENNES	2273	31.0	34863	18788
WINOOSKI	6318	22.5	15122	17825
MORRISTOWN	4448	35.0	34391	16359
WATERBURY	1892	33.0	19834	15864
COLCHESTER	12629	36.0	27495	14586
VERNON	1175	22.5	17931	14353
DERBYLINE	2497	25.0	38186	14012
RANDOLPH	1850	25.5	22055	12422
BENNINGTON/N	1685	24.0	11867	11875
BRADFORD	2191	21.0	17401	11744
PITTSFORD	2590	21.0	13568	11224
NORWICH	2398	25.0	13128	11089
PUTNEY	1850	23.0	12614	11069
WINDSOR	4084	33.0	19059	10948
POULTNEY	3196	25.0	23086	10665
LYNDON	4924	34.0	17165	10524
CASTLETON	3637	15.0	12752	10291
CHESTER	2781	27.0	23887	10002
HINESBURG	2690	25.0	17126	9638
DORSET	1648	17.0	19180	9510
BRISTOL	3293	31.0	20425	9344
HARTLAND	2395	16.0	14655	9321
DOVER	666	15.0	16526	9018
BARTON/ORLEA	1437	25.0	18655	9005
ESSEX	7359	27.0	18838	8925
NORTHFIELD	5435	27.0	17396	8279

WHAT PUBLIC LIBRARIES SPENT ON SALARIES

TOWN.....	POPULATION	HRSOPEN	TOTALCIRC	SALEXPEND
THETFORD	2188	26.5	13293	8190
SWANTON	5141	25.0	17162	7782
FAIRHAVEN	2819	24.0	15132	7300
WARREN	956	30.0	12746	7198
WOLCOTT	986	47.0	5134	6526
CORINTH	904	15.0	9618	6368
HARTFORD/WHI	7963	25.0	7068	6339
SOUTHHERO	1188	42.0	9440	5890
RICHMOND	3159	21.0	18123	5859
MILTON	6829	24.0	12430	5845
CHELSEA	1091	14.0	9421	5530
WILMINGTON	1808	15.0	8446	5500
UNDERHILL	2172	21.0	11857	5416
ARLINGTON	2184	18.0	12946	5379
GRAFTON	604	18.0	3496	4975
ROCHESTER	1054	12.0	12304	4926
WALLINGFORD	1893	25.0	10247	4877
HYDE PARK	2021	17.0	6801	4853
DANBY	992	8.0	4086	4500
WAITSFIELD	1300	25.0	8892	4484
ROYALTON	2100	12.0	7389	4416
STAMFORD	773	28.0	10001	4391
ENOSBURG	2070	25.0	10756	4383
WESTRUTLAND	2351	17.5	3263	4365
TOWNSHEND	849	14.5	8344	4242
HARDWICK	2613	18.0	12592	4225
LONDONDERRY	1510	14.5	7733	3984
PEACHAM	531	14.0	1787	3969
CAVENDISH	1836	20.0	5401	3760
WATERBURYCEN	2573	12.0	9225	3744
NORTHHERO	442	14.0	5025	3648
SHERBURNE	891	14.0	1919	3600
RICHFORD	2206	18.0	6118	3582
MARSHFIELD	1267	12.0	4988	3534
NEWBURY/WELL	790	12.0	13119	3503
BARTON	1553	16.5	19749	3478
DANVILLE	1705	18.0	8553	3444
WILLIAMSTOWN	2284	16.0	4311	3414
FAIRLEE	733	12.0	5425	3135
NEWFANE	1129	15.0	2700	3000
DERBY	1725	16.0	8818	2958
BRIDGEWATER	867	14.0	6713	2870
STRAFFORD	731	12.0	5723	2808
FRANKLIN	1006	16.0	3063	2781
WESTFORD	1413	12.0	3269	2764
BETHEL	1715	12.0	19745	2714
READING	647	12.0	2184	2657
THETFORD/POS	2188	7.0	2858	2600

WHAT PUBLIC LIBRARIES SPENT ON SALARIES

TOWN.....	POPULATION	HRSOPEN	TOTALCIRC	SALEXPEND
GREENSBORO	677	13.0	8523	2569
SHELDON	1618	12.0	3033	2496
WESTMINSTER	319	10.0	6432	2400
GEORGIA	2818	12.0	8428	2198
JOHNSON	2581	9.0	6410	2091
WHITINGHAM	1043	11.0	4564	1942
PAWLET	1244	14.5	5281	1940
WESTON	627	8.0	1190	1921
NEWHAVEN	1217	13.0	0	1801
HARTFORD/QUE	7963	16.0	4938	1764
CABOT	958	14.0	4873	1720
TROY, N.	1498	12.0	3086	1600
WEATHERSFIEL	2534	1.0	2317	1576
PLAINFIELD	1249	13.0	3225	1574
LUNENBURG	1138	12.0	11182	1568
WASHINGTON	855	14.0	1847	1466
CRAFTSBURY	844	7.0	12898	1403
HARTFORD/WES	7963	14.0	1849	1367
UNDERHILL C.	2172	8.0	6359	1338
BARNET	1338	8.0	2954	1284
WELLS	815	6.0	3160	1281
GRANDISLE	1238	7.0	3481	1244
JERICHO	3575	6.0	2312	1225
MIDDLETOWNSP	603	14.0	5569	1200
BAKERSFIELD	852	6.0	3299	1106
HARTFORD/WIL	7963	6.0	3151	1084
READSBORO	638	24.0	9100	1049
LINCOLN	870	8.0	2775	1044
TUNBRIDGE	925	12.0	3901	1000
ALBURG	1352	6.0	0	975
CANAAN	1196	6.0	3205	900
HIGHGATE	2493	4.0	0	800
WARDSBORO	505	8.0	635	758
WESTFIELD	418	4.0	1901	695
WESTWINDSOR	763	3.0	2550	684
POMFRET	856	7.0	2039	641
SHARON	828	6.0	3186	637
CHITTENDEN	927	38.5	1978	600
GUILDHALL	202	3.0	1325	523
BRIDPORT	997	4.0	220	520
HANCOCK	334	3.0	413	486
JAMAICA	681	3.0	1500	475
MONTGOMERY	681	3.5	700	420
LUNENBURG/GI	1138	5.0	550	324
RYEGATE, S.	1000	2.0	951	300
GLOVER	843	33.0	389	250
MONKTON	1201	2.0	965	225
ROXBURY	452	7.0	6300	204

BEST COPY AVAILABLE

Academic Libraries*

Hourly Salaries

Position	No. of libraries	High	Low	Avg.
Director/librarian	11	26.25	9.61	18.40
Librarian holding MLS degree and not director	11	14.06	7.21	10.33
Entry-level librarian with MLS	9	9.61	7.21	8.76
Support staff (technicians, assistants, clerks, etc.)	11	8.49	5.73	6.22

*not including the University of Vermont

School Libraries*

Hourly Salaries

Position	No of libraries	High	Low	Avg.
Director/Librarian	16	17.58	7.56	12.57
Director/Librarians holding MLS degree	8	17.58	9.37	12.70
Support staff	9	7.75	4.10	5.51

* not including community (joint school-public) libraries

All of the above hourly rates were figured from annual salaries divided by 2080 hours/year (which is 40 hours a week X 52 weeks). In actuality, school librarians often work 185-190 days per year (about 1480 hours/year).

School salaries vary according to teaching experience, degrees, and continuing education credits earned.

Special/Institutional Libraries

Hourly Salaries

Position	no.of libraries	High	Low	Avg.
Director/librarian	11	15.87	6.59	9.49
Support staff (aides, clerks, etc.)	1			7.12
Librarians with MLS or other master's degree	4	15.87	6.59	10.60

Generally, staffs are small. Five other libraries that responded either do not pay staff or person in charge of library is paid out of another, non-library fund.

WHAT ABOUT DOL AND UVM?

Any examination of library salaries in Vermont should include those of its two largest libraries, the Department of Libraries and the University of Vermont's Bailey/Howe Library. In each case, there are many pay levels and job titles; length of service also impacts on individual salaries. The following charts attempt to show base hourly wages for selected positions.

DEPARTMENT OF LIBRARIES

The first hourly figure is an employee's beginning salary and the second is the salary after successful completion of probation.

Position	Base salary	Min. Qual.
Consultant	10.49 / 11.00	M.L.S.* + 2 yrs. exper.
Regional Libn.	9.34 / 9.79	M.L.S. + 2 yrs. exper.
Librarian B	8.36 / 8.76	M.L.S.
Librarian A	7.12 / 7.46	B.A.*
Clerk B	5.33 / 5.58	HS/GED* + 1 yr. exper.
Secretary B	5.84 / 6.12	HS/GED + 1 yr. exper.
Custodian	5.09 / 5.33	

UNIVERSITY OF VERMONT, BAILEY/HOWE LIBRARY

Position	Base salary	Min. Qual. (if known)
Library faculty:		
Professor	16.20	M.L.S. + exp.
Assoc. Professor	13.37	M.L.S. + exp.
Asst. Professor	11.37	M.L.S. + exp.
Instructor	9.87	M.L.S.
Library staff:		
Circ. supervisor	8.76	
Library supervisor	7.56	
Bibliographic spec.	7.11	
Library Asst. II	6.29	
Library Asst. I	5.48	
Secretary	5.48	
Clerk/typist	5.09	
Clerk	4.82	

*M.L.S.= Master of Library Science degree
B.A.=Bachelor of Arts (or Science) degree
HS/GED = High School diploma or equivalent

Minimum Qualifications - Director/Librarians

	no. of libraries	none or willingness/ interest	HS	BA	Master's	MLS	MLS +exp.
Public Libraries (116) Pop. served:							
0 - 999	33	30	1	2			
1,000 - 1,999	27	18	4	3		2	
2,000 - 4,999	32	18	1	8		5	
5,000 - 7,499	8	4		2		2	
7,500 - 9,999	6	2		1		3	1
10,000 +	10	1			2	4	3
Hours open weekly							
0 - 9	22	18	2	1		1	
10 - 19	40	31	3	2		4	
20 - 29	26	12		9		5	
30 - 39	11	6		3		2	
40 - 49	9	4				4	
50 +	8					8	
School Libraries	16			2	3	5	
Special/Institutional Libraries	11	1		2	1	4	

FRINGE BENEFITS IN PUBLIC LIBRARIES

Response to survey questions concerning fringe benefits was not as complete as the salary data. Yet, sometimes fringe benefits can offset lower salaries by offering a quality of life that more structured jobs might not. Many of the libraries that responded noted that the benefits applied only to the directors, so it is difficult to report (and, thus, compare) benefits accurately. The most common benefits include:

Holidays - most libraries responded that employees are paid when holidays fall on their regularly scheduled working days.

Vacation - 72 libraries, even smaller ones, offer paid vacations, usually a week or two per year. Some offer longer periods based on the length of service of an employee. Libraries serving larger populations tend to offer 15 days or more vacation a year. Tiny libraries, serving less than 1,000, are fairly evenly split between one and two weeks.

Sick Leave - 43 of the 72 libraries offering paid vacation also offer paid sick leave, again usually a week or two per year.

Retirement Program - Only four libraries serving less than 10,000 people offer a retirement program, of which 2 are fully paid and 2 are shared by the employee and the library or its town. Eight of the nine libraries serving over 10,000 have retirement programs, five shared, two fully paid, and one unknown.

Social Security - While this is not a fringe benefit - it's the law, sort of (see NEWS, January, 1985, p. 4) - many small libraries do not appear to offer it. Eight of the 36 libraries serving less than 1,000 people offer social security, and most of the others do.

Insurance - Of the few public libraries offering employees insurance, the following occurs:

Population served	Health		Life	Dental
	fully paid	shared		
0-999		1		
1,000-1,999		1		
2,000-4,999	4	2	1	1
5,000-7,499	2			
7,500-9,999	1	2	2	2
10,000+	8	1	7	3

Professional Development - Meetings, workshops, and participation in professional organizations often provide important

continuing education for librarians on many levels. Libraries seem to recognize this and provide at least some time or funds to participate. Most repondents noted that the percentage of expenses paid for workshops or meetings varies but often is not 100%.

Population served	Meetings & Workshops time off	Meetings & Workshops expenses paid	Professional dues paid
0-999	9	11	1
1,000-1,999	17	17	10
2,000-4,999	23	25	15
5,000-7,499	8	7	5
7,500-9,999	5	6	1
10,000+	10	10	7

Other benefits - Several other fringe benefits are provided in libraries of varying sizes. These include various kinds of leave - maternity, jury duty (this is a law, not a benefit, really), "compassionate," emergency, personal - and, for the one library that has a union, a "shift differential" for nighttime and weekend work as well as a "clothing allowance."

Town Departments - There does not seem to be a correlation between a library's being a town department and its employees receiving more fringe benefits. 49, or 40%, of the libraries that responded are town departments and their fringe benefits vary just as much as those in quasi-public libraries. However, libraries that are town departments seem more likely to have job descriptions for employees and personnel policies than those that are not town departments.

By population served, here is the exact breakdown of public libraries that are town departments:

Population served	Total no. of libraries	Libraries that are town departments
0-999	36	14
1,000-1,999	29	10
2,000-4,999	33	15
5,000-7,499	8	2
7,500-9,999	7	2
10,000+	10	6

FRINGE BENEFITS IN OTHER LIBRARIES

As expected, academic, school, and special/institutional libraries offer more benefits to employees. In almost every case,

holidays, vacation, and sick leave are provided, except that schools allowed only a few vacation days and more sick days than the other types of libraries. All 39 of the libraries that responded to the questions about fringe benefits stated that their employees are covered by social security and are given some time off and have some expenses paid for professional development. Of the 39 total libraries responding, 13 paid employees' professional dues. Other benefits provided are as follows (number in parentheses is the number of libraries responding):

Type of library	Retirement		Health Ins.		Life Ins.	Dental Ins.
	Paid	Shared	Paid	Shared		
Academic (12)	7	4	7	4	10	9
School (16)	5	5	13		4	5
Spec/Inst (11)	7	2	2	9	7	9

Additional fringe benefits, listed once or twice by various libraries, were college course reimbursement, profit sharing, deferred compensation, stock option plan, discount on drugs, free annual physical examination, subsidized cafeteria, personal leave, discount on personal computers, and group rate for disability insurance.

JOB DESCRIPTIONS AND PERSONNEL POLICIES

Consistency and fairness are the widely accepted reasons for having written personnel policies and job descriptions. Often a job title doesn't give an adequate description of the duties performed. Much conflict can arise because a person holding a particular job and his/her supervisor(s) disagree about what the person should be doing. It often helps to have general, yet clearly defined descriptions of employment conditions and tasks to be performed, as well as a delineation of supervisory responsibility and qualifications of specific jobs.

Although not all public libraries responded, the survey showed that, since 1977, more have developed these important documents. The number in parentheses is the figure reported in 1977.

Population served	No. of libraries responding	job descriptions	personnel policies
0-999	36 (36)	13 (5)	4 (5)
1,000-1,999	29 (27)	19 (9)	12 (6)
2,000-4,999	33 (30)	23 (7)	15 (8)
5,000-7,500	8 (10)	7 (3)	7 (5)
7,500-9,999	7 (4)	7 (3)	5 (4)
10,000+	10 (9)	9 (4)	9 (5)

Employees of other types of libraries seem to have better access to these types of documents:

Type of library	No. of libraries	job descriptions	personnel policies
School	17	13	5
Special/Inst.	16	9	7
Academic	12	12	9

For help in developing these documents, the Department of Libraries has two packets, "Managing Others" and "Policymaking," and has copies of job descriptions for many Vermont libraries of all types. Contact Marianne Cassell for more information.

DETERMINING WHAT TO PAY IN PUBLIC LIBRARIES

All of the foregoing charts show current salaries and may be one starting point for determining salaries. But they cannot really tell what salaries should be. There are a number of factors to consider when determining salaries, not the least of which are a library's financial resources and its philosophy of service. Long-range plans should address what staff will be necessary to carry them out.

In any library more specific questions arise concerning individual jobs:

What is the job? What tasks will be performed? Will they be administrative, clerical, technical, secretarial, or a combination? How much and what type of supervision will be given or performed? How does the job relate to other paid and unpaid jobs at the library? Writing a clear, realistic job description may be a valuable first step.

What are the job requirements? What skills, education, previous experience, and degree of responsibility are required to perform the job? Will the salary rise as these are acquired? Clearly, the fewer or lower the requirements, the lower the salary in most cases. Often, when openings occur, library employers do not aim high enough and cast around to see who will come forward. Sometimes, too, interest, initiative, and skill are more valuable than academic credentials. It is OK to stress these qualities, but be conscious of that emphasis.

In completing the survey, a number of public librarians stated that a minimum qualification for their position is "certification," referring to the Vermont Certificate of Public Librarianship. This is a voluntary program for practicing public librarians who do not have formal library training. Usually, most of the 150 credits required to earn a certificate come from attendance at Department of Libraries workshops which are directed toward untrained librarians already working, and usually directing, small Vermont public libraries. It seems unreasonable to make certification a minimum qualification for a public library position, but willingness to pursue some form of continuing education to acquire the skills needed to perform any job at any level is not unreasonable.

How is the job viewed? Depending on the job, the expectations of the Board of Trustees and/or librarian impact on the salary of any job at the library. Is the job viewed as a "professional" position for which a flat salary might be more appropriate than an hourly wage?

Or is the job viewed as strictly hourly with specific tasks to be performed within a certain number of hours? A personnel policy might clarify expectations for certain jobs.

Problems do arise in a number of small public libraries which pay little yet place professional expectations on their librarians. Many Vermont librarians are paid flat fees that, when translated into an hourly wage, are well below the Vermont minimum wage (Note the salary at $0.77). Yet many of these low-paid librarians view their jobs as professional commitments.

Questions arise about the legality of volunteering at one's own job. In 1977 the Vermont Attorney General's office told us this practice is legal with regard to minimum wage laws as long as the work being performed is not actually overtime work. If a job has to be done and there is no one else to do it (as in many one-person libraries), it can be considered overtime, and the library cannot legally claim to be paying the minimum wage. Libraries with questions concerning the minimum wage law should doublecheck with their attorneys.

What other salaries are paid by the library? Salaries of other library employees directly affect that of a particular job. It is generally thought to be good practice for an organization to have a ladder to climb as well as salary ranges for specific jobs, with a set procedure for moving up the steps. It is extremely difficult to determine just how much more or less one job should be paid as compared to another, however. It is well to consider staff morale if the difference between salaries is too small or too large. Length of service and library experience are also factors to consider in developing a salary scale. Cost of living increments are usually awarded annually.

Fringe benefits are also dollars out of the library's pocket, sometimes hidden personnel costs. An assessment of the financial impact of salaries on a library's budget is not complete without estimating the value of fringe benefits.

What do other local employers pay for comparable jobs? A library wants to be equitable as well as competitive with the local job market so that it can attract and keep good people. It is necessary to find out what local salaries for jobs comparable to those at the library are. Check with local school and municipal officials as well as private industry to determine salaries for jobs with the same kinds of tasks and with similar educational and skill requirements. Possibilities include teachers, school librarians, aides in schools, clerks in stores, Town Recreation department staff.

Public librarians' salaries are most commonly compared to those of teachers and school librarians. The Vermont School Boards

Association conducted a survey in 1986 which yielded the following teacher salary summary (note that it is difficult to convert teachers' annual salaries to hourly rates because it is unknown exactly how many hours they work per year):

Beginning, with a B.A. degree - $13,877 annually
High, with a B.A. degree - $24,916 annually
Low, with an M.A. degree - $14,842 annually
High, with an M.A. degree - $25,633 annually
Average salary - $23,089 annually

These figures include classroom teachers, guidance counselors, librarians, and special teachers. The VSBA's "Teacher Salary and Benefits Report" includes data on individual school districts. Write the Vermont School Boards Assn., P. O. Box 339, Montpelier, VT 05602 for a copy of the latest report.

The OCCUPATIONAL OUTLOOK HANDBOOK 1986-87 listed the following average salaries for teachers nationwide:

Kindergarten/elementary - $23,092 annually
Secondary - $24,276 annually
Adult/Vocational education - $9.70/hour
Adult Basic Education - $11.50/hour
Counselors - $27,593 annually

OCCUPATIONAL OUTLOOK HANDBOOK is also a good place to look for the average beginning salaries of jobs with similar educational requirements or responsibilities as librarians. The data is compiled by the U. S. Bureau of Labor Statistics, and the April, 1986, edition offers figures usually for 1984. Here is a sampling:

Architect	$20,000	with a 5th year B.S. degree
Actuary	18,000	with a B.A.
Statistician	21,800	with an M.S.
Social Worker	15,700	with a B.S.W.
Social Worker	21,804	with an M.S.W.
Recreation worker	15,000	with a B.A.
Recreation supervisor	20,500	with a B.A. + ?
Librarian	18,791	with an M.L.S.
Archivist	21,800	with an M.S.
Pharmacist	24,700	with a 5th year B.S.
Speech therapist	19,800	with an M.S.
Med. record tech.	13,200	with an A.S.

What about other parts of the country? The Vermont Library Association passed a resolution in 1987 recommending that $18,500 ($8.89/hour, based on a 40 hour work week) be the minimum beginning salary for a librarian with a master's degree in library science. Some other state associations recommend minimum beginning annual salaries between $18,000 and $20,000. The BOWKER ANNUAL, 1987, noted that $19,753 ($9.50/hour) is the beginning annual salary nationwide for 1985 graduates of ALA-accredited Master of Library Science degree programs. For graduates finding jobs in the Northeast, the annual salary was $20,254 ($9.74/hour). Each fall, LIBRARY JOURNAL includes an article updating these figures.